



West Sussex Joint Health and Wellbeing Strategy

2015-2018



Health and Wellbeing Board

Introduction

Why do we have a Joint Health and Wellbeing Strategy?

In the Health and Social Care Act 2012 duties and powers were introduced for Health and Wellbeing Boards to develop/provide Joint Strategic Needs Assessments (JSNAs) and Joint Health and Wellbeing Strategies (JHWSs).

The purpose of JSNAs and JHWSs is to improve the health and wellbeing of the local community and reduce inequalities for all ages. The intention is that they would be part of a continuous process of strategic assessment and planning by all organisations in the area.

In preparing JSNAs and JHWSs, Health and Wellbeing Boards must have regard to guidance issued by the Secretary of State¹.

The West Sussex Health and Wellbeing Board set out its first strategy in its shadow year (2012/13) setting out principles and values for the future. The strategy was adopted by the WSHWB in April 2013 when the new arrangements came into force.

How has this strategy been developed?

The first strategy identified three priority areas: children and families; healthy workforce and dementia. The intention was that commissioning organisations in West Sussex would focus on these priorities in developing their commissioning intentions over the three years of the strategy (2012-2015). Actions taken by organisations and their impact have been monitored by the HWB.

When refreshing the strategy for 2015-2018 the HWB wanted to take a more proactive approach by working more closely with stakeholders to identify priorities than had been possible in the early stages of the Board. Members wanted to ensure the new Strategy wouldn't just reflect plans that they were working on already such as the Better Care Fund plan, but would also 'add value' by working on issues of local importance that required a partnership response and where a real impact could be made over the next 3 years.

The process of developing the refreshed Strategy began in April 2013 with a 'Call for Evidence': the HWB invited stakeholders to provide any information and evidence on the health and social care needs of the population that they felt should be considered. Over 100 contributions were received.

This evidence was reviewed alongside other information already held by the JSNA team and a draft high level summary was presented at a stakeholder meeting in September 2014. Attendees were asked to consider whether, in the context of their local experience and knowledge, the summary was a fair reflection of local needs or whether anything had been missed. People who were not able to attend the meeting were asked to make written submissions if they wished.

¹ Statutory Guidance on Joint Strategic Needs Assessments and Joint Health and Wellbeing Strategies. Department of Health 2012 https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/223842/Statutory-Guidance-on-Joint-Strategic-Needs-Assessments-and-Joint-Health-and-Wellbeing-Strategies-March-2013.pdf.

The feedback from this process was reviewed by the HWB in October 2014 and the following priorities were agreed:



1. Early Years (0-2 year olds)

The evidence shows that the first 2 years of life are critical for health and wellbeing throughout life. The HWB wanted to ensure a focus on supporting families to prevent problems in future.



2. Wellbeing and Resilience

There are already many organisations in West Sussex providing excellent services that promote and maintain wellbeing and resilience. However they are currently fragmented and the HWB wanted to develop a more systematic approach so that services can integrate more easily with treatment, and to reduce gaps and duplication.



3. Workforce

Sufficient well trained and motivated workers will be critical to the sustainability of high quality services in future and will also make an important contribution to the economic prosperity of the county. Some excellent initiatives are being taken forward to develop staff in different sectors but this will not be enough without the infrastructure (e.g. affordable housing) to attract people of working age to the county. This is a key issue for the public, voluntary and business sectors and many organisations have a stake in developing solutions.

The final strategy was agreed by the HWB in February 2015.



West Sussex Joint Strategic Needs Assessment

The priorities identified in this Strategy are based on information from the following documents:

West Sussex Joint Strategic Needs Assessment Summary 2014 (West Sussex County Council)

West Sussex Joint Strategic Needs Assessment 2014 – Data Appendix (West Sussex County Council)

Both documents are available on the JSNA website <http://jsna.westsussex.gov.uk>




Vision

It is our vision to achieve improved health and wellbeing outcomes across all local health and care services and for the whole population. Core to achieving this vision is the widest possible integration of health and care services.

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Purpose

Our central purpose is to be:

A forum for commissioners and leaders across the NHS, public health and social care, working with local authority elected members, representatives of the voluntary and community sector and the local Healthwatch to come together in order to improve the health and wellbeing of the people in West Sussex. This will promote integration, trust and joint working between the NHS, Clinical Commissioning Groups and local government, as well as influence the commissioners and providers of all services that impact on the determinants of health.

We can achieve more together than we can individually. We believe we are in a unique position to take a system-wide overview and determine the shape of the health and care system. By using our collective influence we will also secure improved outcomes through the other factors that impact on the health and wellbeing of communities including housing, education, employment and the environment.

The strategy is a tool to address the needs of residents and in order to do so it sets the framework to ensure that commissioning plans relating to health and care will be effective and robust.



PRIORITY 1

Early Years (0-2 year olds)

Outcome: to optimise life opportunities for 0-2 year olds by supporting families

Why is this a priority?

A wide range of research now shows conception to age 2 is a crucial phase of human development and is the time when focused attention can reap great dividends for society.

How we treat 0-2 year-olds shapes their lives. Loving, secure and reliable relationships with parents, together with the quality of the home learning environment, foster a child's

- emotional and mental wellbeing;
- capacity to form and maintain positive relationships with others;
- language and brain development (c.80% of brain cell development takes place by age 3);
- ability to learn.



What do we need to do?

The HWB will enhance existing partnerships focused on supporting families with young children from conception through to 2 years. The HWB will enable shared priorities to be promoted across all key strategic partners who have a role in the life of young children and their families. This will promote effective integrated information and advice to parents/carers and ensure clarity about signposting for additional support.

The HWB will support the approach that the wellbeing of children and families is everyone's business and not just the remit of children's services or specific children's commissioning but should be focused on reducing inequalities and working to tackle the causes of such inequalities e.g. child poverty, housing, education, the built and physical environment, leisure and so on.

The HWB focus on this area will ensure a wide and holistic approach is taken to supporting children's outcomes at a vital developmental stage where so much groundwork is laid for the long term.



PRIORITY 2

Wellbeing and Resilience

Outcome: a comprehensive system to support wellbeing and resilience for the whole of the West Sussex population, that is locally based and better integrated with treatment services.

Why is this a priority?

Wellbeing is about feeling good and functioning well. A great many of the underpinning factors are social not medical. Only by drawing together key priorities and working across places and partnerships are we likely to make a long term impact on the wellbeing of our communities given the relative complexity of the system in which we work.

Health and Wellbeing Boards therefore have real power and viable ways to effect change in the wellbeing of the communities they serve.

Whilst a number of these economic and social levers are being progressed actively across the West Sussex system (by other organisations and partnerships), this strand of our Joint Health & Wellbeing Strategy intentionally focuses on the physical and mental wellbeing of individuals and our communities. The aim is for everyone who lives and works in West Sussex to have the opportunity to reach their potential, live good lives and be able to contribute to their local communities.

To achieve this we need individuals, families and communities to be resilient to economic and other pressures and for people to have the confidence, ability and appropriate support to fully participate in community and Civic life.

The HWB has identified some key principles for this workstream:

- Many services are locally based and work within a complex environment. The framework will need to be developed based on local geographies and built up to a countywide picture in a coherent way that is easily understood by services and by users.

- Excellent links into local communities will be essential, working with and building on other programmes that are working with communities and developing community assets.
- An approach that allows the system to respond to good ideas quickly will be developed.
- The focus will be primarily on individuals, families and communities.
- The HWB is constituted to have an overview of the health and care system but there are many factors outside the system that affect wellbeing. The HWB will monitor their impact to support decision making elsewhere in the system.

What do we need to do?

A well-regarded framework is the Five Ways to Wellbeing developed by the New Economics Foundation² which is drawn from national research into the most effective ways to build emotional wellbeing. The HWB will use it to help services to see where they fit into the 'bigger picture' and how they can contribute. This will help to foster links between services, identify gaps and any areas of duplication. It will help services to understand their role, and to expand and develop. It will help individuals to understand what services are available, how to access them and who can help them to develop new services in their communities.

The HWB will promote a shift in focus from what can go wrong in people's lives to what makes them go well. It will support initiatives that improve key factors such as social inclusion, individual emotional wellbeing and resilience, physical activity, access to open spaces, financial inclusion and feeling safe.

2 <http://www.neweconomics.org/projects/entry/five-ways-to-well-being>



PRIORITY 3 Workforce

Outcome: a vibrant and motivated workforce with the right training and the right values to support a high quality health and care system.

Why is this a priority?

The need to recruit and train a health and care workforce with the right skills and right values has been recognised by commissioners and providers from the public, voluntary and business sectors in West Sussex. Many initiatives are already underway but there is also recognition that unless further action is taken over the next 3 years that will make a significant impact it will become increasingly difficult to sustain high quality services in hospitals, care homes and in the community.

Nationally, health and care will need to be managed differently in future because of the increasing needs of the ageing population and the need to reduce costs. In West Sussex there are a number of factors that, taken together, make the sustainability of services more difficult than in some other areas of the country (such as an older than average population and a lower proportion of people of working age).

It is essential that we have enough people of working age who want to develop a career in health and care. We also need enough people working in communities for a sustainable support system for older people who may not be able to access services easily but want to remain at home: this workforce might include domestic cleaners, gardeners, handyman and hairdressers. Volunteers will also play a crucial role. Achieving this balance in West Sussex will require actions by a range of organisations. The health and care sector is the second largest business sector in West Sussex and will need to grow rapidly. Economic strategies will need to take account of this so that they can both support its development and also understand the impact of, and on, the development of other sectors.

There are about twice as many informal carers in West Sussex as paid health and care workers many of whom are not receiving the support they need from services or from their employers

What do we need to do?

The HWB will:

- Through the JSNA, provide detailed modelling of different population scenarios to underpin planning.
- Work with providers and commissioners to support and develop the current workforce and make the health and care sector more attractive.
- Engage with education providers to promote careers in health and care.
- Work with local authorities and other partners to develop economic strategies that support the health and care sector.
- Promote the benefits of a career in health and care more widely, in particular job satisfaction.
- As employers, develop exemplar policies that promote flexible working, enabling greater participation by older people and informal carers.
- Work together to develop joint strategies to make best use of staff where there are long term shortages.
- Work with partners to promote West Sussex as a good place for families to grow up and for young people to develop a career.
- Work closely with partners who have responsibility for mechanisms that influence the availability of affordable housing and specialist housing for older people such as Local Plans.
- Work with the Voluntary and Community Sector more effectively to recruit and support volunteers.
- Jointly develop strategies for a workforce ready to deliver future care models.

